



Myers-Briggs Type Indicator® Personal Impact Report

European Edition

Report prepared for

JANE SAMPLE

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Introduction

Your MBTI® Personal Impact Report is designed to help you make use of your MBTI results so that you can better understand yourself and others and improve the interactions in your daily life and work. The MBTI assessment is based on the work of Carl Jung and was developed by Isabel Briggs Myers and Katharine Briggs to identify 16 different personality types that help explain differences in how people take in information and make decisions about it. Your report will show you how your personality type is distinct from other types and how it influences the way you perceive, communicate, and interact.

This Report Can Help You

- Improve communication and teamwork as you gain awareness of the personality differences you see in others
- Work more effectively with those who may approach problems and decisions very differently than you do
- Navigate your work and personal relationships with more insight and effectiveness
- Understand your preferences for learning and work environments and the activities and work you most enjoy doing
- More successfully manage the everyday conflicts and stresses that work and life may bring

As you read your report, bear in mind that personality type is a nonjudgmental system that looks at the strengths and gifts of individuals. All preferences and personality types are equally valuable and useful. Based on more than 70 years of research supporting its reliability and validity, the MBTI assessment has been used by millions of people worldwide to gain insight into the normal, healthy differences that are observed in everyday behavior and to open up opportunities for growth and development.

How Your MBTI® Personal Impact Report Is Organized

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What Are Preferences?

The MBTI assessment reports preferences in four separate categories, each category composed of two opposite poles. The exercise below is meant to demonstrate the idea of preferences.

Sign your name on the line below as you normally do.

Now, sign your name using the opposite hand.

How would you describe the experience of signing your name with your preferred hand? With your nonpreferred hand? Most people who try this immediately notice a number of differences:

Preferred Hand

- Feels natural
- Didn't think about it
- Effortless and easy
- Looks neat, legible, adult

Nonpreferred Hand

- Feels unnatural
- Had to concentrate while doing it
- Awkward and clumsy
- Looks childlike

The words you and others use to describe the preference for one hand over the other illustrate the theory of preferences in the MBTI assessment: You can use either hand when you have to, and you use both hands regularly; but for writing, one is natural and competent, while the other requires effort and feels awkward.

We can develop skill in using our nonpreferred hand, but imagine how difficult it would be if you were required to use it exclusively throughout a work day or school day. Similarly, we all have a natural preference for one of the two opposites in each of the four MBTI categories. We use both poles at different times, but not both at once and not with equal confidence. When we use our preferred methods, we are generally at our best and feel most competent, natural, and energetic.

The MBTI preferences indicate the differences in people that result from the following:

- **Where they prefer to focus their attention and get energy (Extraversion or Introversion)**
- **The way they prefer to take in information (Sensing or Intuition)**
- **The way they prefer to make decisions (Thinking or Feeling)**
- **The way they prefer to deal with the outer world (Judging or Perceiving)**

There is no right or wrong to these preferences. Each identifies normal and valuable human behaviors.

As we use our preferences in each of these areas, we develop what Jung and Myers defined as a *psychological type*: an underlying personality pattern resulting from the dynamic interaction of our four preferences, environmental influences, and our own choices. People tend to develop behaviors, skills, and attitudes associated with their type, and those with types different from yours will likely be opposite to you in many ways. Each type represents a valuable and reasonable way to be. Each has its own potential strengths, as well as its likely blind spots.



The MBTI® Preferences

In the following charts, place a ✓ beside the preference from each pair that seems to best describe your natural way of doing things—the way you are outside of the roles you play.

Where do you prefer to focus your attention? Where do you get energy? The E–I Preference Pair

Extraversion

People who prefer Extraversion like to focus on the outer world of people and activity. They direct their energy and attention outward and receive energy from interacting with people and from taking action.

Characteristics associated with people who prefer Extraversion:

- Attuned to external environment
- Prefer to communicate by talking
- Work out ideas by talking them through
- Learn best through doing or discussing
- Have broad interests
- Sociable and expressive
- Readily take initiative in work and relationships

Introversion

People who prefer Introversion like to focus on their own inner world of ideas and experiences. They direct their energy and attention inward and receive energy from reflecting on their thoughts, memories, and feelings.

Characteristics associated with people who prefer Introversion:

- Drawn to their inner world
- Prefer to communicate in writing
- Work out ideas by reflecting on them
- Learn best by reflection, mental “practice”
- Focus in depth on their interests
- Private and contained
- Take initiative when the situation or issue is very important to them

How do you prefer to take in information? The S–N Preference Pair

Sensing

People who prefer Sensing like to take in information that is real and tangible—what is actually happening. They are observant about the specifics of what is going on around them and are especially attuned to practical realities.

Characteristics associated with people who prefer Sensing:

- Oriented to present realities
- Factual and concrete
- Focus on what is real and actual
- Observe and remember specifics
- Build carefully and thoroughly toward conclusions
- Understand ideas and theories through practical applications
- Trust experience

Intuition

People who prefer Intuition like to take in information by seeing the big picture, focusing on the relationships and connections between facts. They want to grasp patterns and are especially attuned to seeing new possibilities.

Characteristics associated with people who prefer Intuition:

- Oriented to future possibilities
- Imaginative and verbally creative
- Focus on the patterns and meanings in data
- Remember specifics when they relate to a pattern
- Move quickly to conclusions, follow hunches
- Want to clarify ideas and theories before putting them into practice
- Trust inspiration



How do you make decisions? The T–F Preference Pair

Thinking

People who prefer to use Thinking in decision making like to look at the logical consequences of a choice or action. They want to mentally remove themselves from the situation to examine the pros and cons objectively. They are energized by critiquing and analyzing to identify what's wrong with something so they can solve the problem. Their goal is to find a standard or principle that will apply in all similar situations.

Characteristics associated with people who prefer Thinking:

- Analytical
- Use cause-and-effect reasoning
- Solve problems with logic
- Strive for an objective standard of truth
- Reasonable
- Can be “tough-minded”
- Fair—want everyone treated equally

Feeling

People who prefer to use Feeling in decision making like to consider what is important to them and to others involved. They mentally place themselves in the situation to identify with everyone so they can make decisions based on their values about honoring people. They are energized by appreciating and supporting others and look for qualities to praise. Their goal is to create harmony and treat each person as a unique individual.

Characteristics associated with people who prefer Feeling:

- Empathetic
- Guided by personal values
- Assess impacts of decisions on people
- Strive for harmony and positive interactions
- Compassionate
- May appear “tenderhearted”
- Fair—want everyone treated as an individual

How do you deal with the outer world? The J–P Preference Pair

Judging

People who prefer to use their Judging process in the outer world like to live in a planned, orderly way, seeking to regulate and manage their lives. They want to make decisions, come to closure, and move on. Their lives tend to be structured and organized, and they like to have things settled. Sticking to a plan and schedule is very important to them, and they are energized by getting things done.

Characteristics associated with people who prefer Judging:

- Scheduled
- Organize their lives
- Systematic
- Methodical
- Make short- and long-term plans
- Like to have things decided
- Try to avoid last-minute stresses

Perceiving

People who prefer to use their Perceiving process in the outer world like to live in a flexible, spontaneous way, seeking to experience and understand life, rather than control it. Detailed plans and final decisions feel confining to them; they prefer to stay open to new information and last-minute options. They are energized by their resourcefulness in adapting to the demands of the moment.

Characteristics associated with people who prefer Perceiving:

- Spontaneous
- Flexible
- Casual
- Open-ended
- Adapt, change course
- Like things loose and open to change
- Feel energized by last-minute pressures



What Is Your Type?

The first step in deciding on your type is to put together the preferences you chose as you were listening to an explanation or reading about the preferences described in this report.

The MBTI assessment uses letters to represent the preferences, so you can estimate your MBTI type by combining the letters for the preferences you selected on the preceding pages. For example:

ISTJ = people who . . .

- I** Draw energy from and pay attention to their inner world
- S** Like information that is real and factual
- T** Use logical analysis in decision making
- J** Like a structured, planned life

A person with opposite preferences on all four pairs would be an ENFP.

ENFP = people who . . .

- E** Draw energy from the outer world of people and activity
- N** Like to see patterns and connections, the big picture
- F** Use their personal values in decision making
- P** Like a flexible, adaptable life

There are 16 possible combinations of the MBTI preferences, leading to 16 different patterns of personality.

Your Self-Estimated Type

Your initial self-estimate of type based on the preferences you chose:

Your Reported Type

Your MBTI results report the preferences you chose when you completed the MBTI assessment. These results are shown on the next page.

Your reported MBTI type:

Your MBTI results also report a number by each letter. This number indicates how consistently you chose that preference over its opposite when you responded to the questions. *The numbers do not indicate how well developed a preference is or how well you use it.*



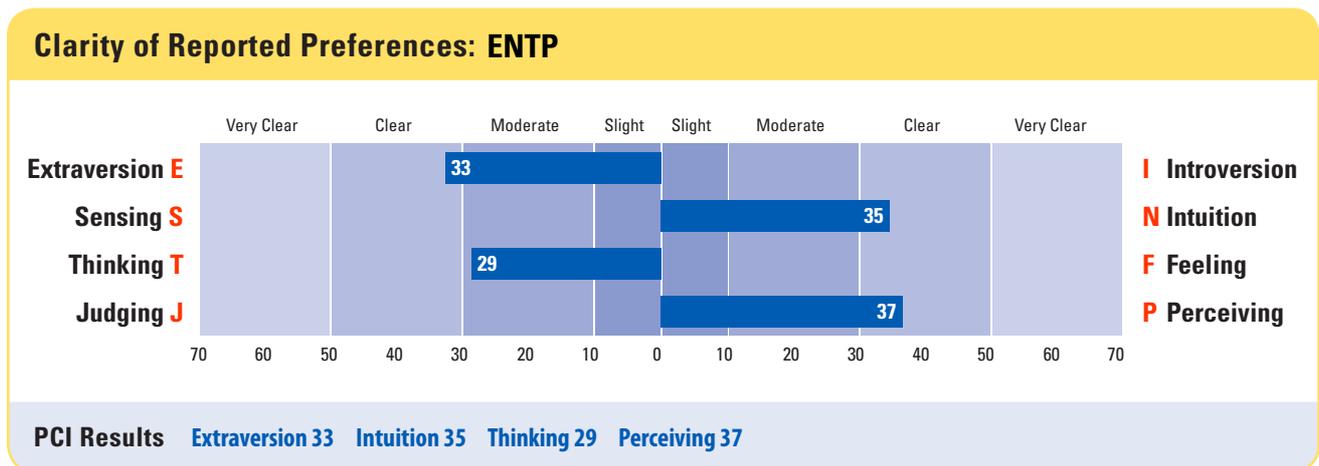
Summary of Your MBTI® Results

How you decide to answer each item on the MBTI assessment determines your reported MBTI type. Since each of the preferences can be represented by a letter, a four-letter code is used as a shorthand for indicating type. When the eight preferences are combined in all possible ways, 16 types result. Your reported MBTI type is shown below.

Reported Type: ENTP

| | | |
|--|--|---|
| Where you focus your attention | E Extraversion Preference for drawing energy from the outside world of people, activities, and things | I Introversion Preference for drawing energy from one's inner world of ideas, emotions, and impressions |
| The way you take in information | S Sensing Preference for taking in information through the five senses and noticing what is real | N Intuition Preference for taking in information through a "sixth sense" and noticing what might be |
| The way you make decisions | T Thinking Preference for organizing and structuring information to decide in a logical, objective way | F Feeling Preference for organizing and structuring information to decide in a personal, values-based way |
| How you deal with the outer world | J Judging Preference for living a planned and organized life | P Perceiving Preference for living a spontaneous and flexible life |

The *preference clarity index* (pci) indicates how clearly you chose one preference over its opposite. The bar graph below charts your results. The longer the bar, the more sure you may be about your preference.



Because MBTI results are subject to a variety of influences, such as work tasks, family demands, and other factors, they need to be individually verified. If your reported type does not seem to fit, you will want to determine the type that comes closest to describing you. Your type professional can assist you in this process.



Verifying Your MBTI® Type

The MBTI instrument is one of the most reliable and valid self-report personality inventories available, but no psychological assessment is perfect. Because of this, we consider the results you received from taking the assessment a “best estimate” of your psychological type based on your responses. Your self-estimate as you learned the preference definitions is another guess. Most people agree with their MBTI results, but it is not unusual for your self-estimated type and your reported MBTI results to differ on one or more of the preferences.

Your task now is to verify and clarify your “best-fit” type: the four-letter combination that best describes your natural way of doing things. Read the Snapshots of the 16 Types on the following page to confirm your four-letter type code, then write it below.

Your Best-Fit Type:

Applying Your MBTI® Results to Enhance Your Personal Impact

The rest of this report presents information to help you understand the impact of your personality type in key areas of your life. It highlights the influence your type has on how you work, communicate, and interact; make decisions and lead others; and handle conflict, stress, and change. Throughout, the report suggests ways for you to develop and strengthen your awareness and effectiveness.



Snapshots of the 16 Types

| | | Sensing Types | | Intuitive Types | | | | |
|---------------------|-------------|---|-------------|---|-------------|--|-------------|--|
| Introversion | ISTJ | Quiet, serious, earn success by thoroughness and dependability. Practical, matter-of-fact, realistic, and responsible. Decide logically what should be done and work toward it steadily, regardless of distractions. Take pleasure in making everything orderly and organized—their work, their home, their life. Value traditions and loyalty. | ISFJ | Quiet, friendly, responsible, and conscientious. Committed and steady in meeting their obligations. Thorough, painstaking, and accurate. Loyal, considerate, notice and remember specifics about people who are important to them, concerned with how others feel. Strive to create an orderly and harmonious environment at work and at home. | INFJ | Seek meaning and connection in ideas, relationships, and material possessions. Want to understand what motivates people and are insightful about others. Conscientious and committed to their firm values. Develop a clear vision about how best to serve the common good. Organized and decisive in implementing their vision. | INTJ | Have original minds and great drive for implementing their ideas and achieving their goals. Quickly see patterns in external events and develop long-range explanatory perspectives. When committed, organize a job and carry it through. Skeptical and independent, have high standards of competence and performance—for themselves and others. |
| | ISTP | Tolerant and flexible, quiet observers until a problem appears, then act quickly to find workable solutions. Analyze what makes things work and readily get through large amounts of data to isolate the core of practical problems. Interested in cause and effect, organize facts using logical principles, value efficiency. | ISFP | Quiet, friendly, sensitive, and kind. Enjoy the present moment, what's going on around them. Like to have their own space and to work within their own time frame. Loyal and committed to their values and to people who are important to them. Dislike disagreements and conflicts, do not force their opinions or values on others. | INFP | Idealistic, loyal to their values and to people who are important to them. Want an external life that is congruent with their values. Curious, quick to see possibilities, can be catalysts for implementing ideas. Seek to understand people and to help them fulfill their potential. Adaptable, flexible, and accepting unless a value is threatened. | INTP | Seek to develop logical explanations for everything that interests them. Theoretical and abstract, interested more in ideas than in social interaction. Quiet, contained, flexible, and adaptable. Have unusual ability to focus in depth to solve problems in their area of interest. Skeptical, sometimes critical, always analytical. |
| Extraversion | ESTP | Flexible and tolerant, they take a pragmatic approach focused on immediate results. Theories and conceptual explanations bore them—they want to act energetically to solve the problem. Focus on the here and now, spontaneous, enjoy each moment that they can be active with others. Enjoy material comforts and style. Learn best through doing. | ESFP | Outgoing, friendly, and accepting. Exuberant lovers of life, people, and material comforts. Enjoy working with others to make things happen. Bring common sense and a realistic approach to their work, and make work fun. Flexible and spontaneous, adapt readily to new people and environments. Learn best by trying a new skill with other people. | ENFP | Warmly enthusiastic and imaginative. See life as full of possibilities. Make connections between events and information very quickly, and confidently proceed based on the patterns they see. Want a lot of affirmation from others, and readily give appreciation and support. Spontaneous and flexible, often rely on their ability to improvise and their verbal fluency. | ENTP | Quick, ingenious, stimulating, alert, and outspoken. Resourceful in solving new and challenging problems. Adept at generating conceptual possibilities and then analyzing them strategically. Good at reading other people. Bored by routine, will seldom do the same thing the same way, apt to turn to one new interest after another. |
| | ESTJ | Practical, realistic, matter-of-fact. Decisive, quickly move to implement decisions. Organize projects and people to get things done, focus on getting results in the most efficient way possible. Take care of routine details. Have a clear set of logical standards, systematically follow them and want others to also. Forceful in implementing their plans. | ESFJ | Warmhearted, conscientious, and cooperative. Want harmony in their environment, work with determination to establish it. Like to work with others to complete tasks accurately and on time. Loyal, follow through even in small matters. Notice what others need in their day-by-day lives and try to provide it. Want to be appreciated for who they are and for what they contribute. | ENFJ | Warm, empathetic, responsive, and responsible. Highly attuned to the emotions, needs, and motivations of others. Find potential in everyone, want to help others fulfill their potential. May act as catalysts for individual and group growth. Loyal, responsive to praise and criticism. Sociable, facilitate others in a group, and provide inspiring leadership. | ENTJ | Frank, decisive, assume leadership readily. Quickly see illogical and inefficient procedures and policies, develop and implement comprehensive systems to solve organizational problems. Enjoy long-term planning and goal setting. Usually well informed, well read, enjoy expanding their knowledge and passing it on to others. Forceful in presenting their ideas. |



Your Work Style

The descriptions presented below for your type relate to your work preferences and behaviors. When reviewing this information, keep in mind that the MBTI assessment identifies preferences, not abilities or skills. There are no “good” or “bad” types for any role in an organization. Each person has something to offer and learn that enhances his or her contribution.

| | | | |
|------|------|------|-------------|
| ISTJ | ISFJ | INFJ | INTJ |
| ISTP | ISFP | INFP | INTP |
| ESTP | ESFP | ENFP | ENTP |
| ESTJ | ESFJ | ENFJ | ENTJ |

ENTP Work Style Highlights

ENTPs are innovative, strategic, versatile, analytical, and entrepreneurial. They enjoy working with others in start-up activities that require ingenuity and unusual resourcefulness. Although the descriptors below generally describe ENTPs, some may not fit you exactly due to individual differences within each type.

- | | | |
|--------------------|---------------------|--------------------|
| Adaptive | Enterprising | Questioning |
| Analytical | Independent | Resourceful |
| Challenging | Original | Strategic |
| Clever | Outspoken | Theoretical |

Contributions to the Organization

- View limitations as challenges to be overcome
- Provide new ways to do things
- Bring a conceptual framework to problems
- Take initiative and spur others on
- Enjoy complex challenges that address future needs

Problem-Solving Approach

- Want to explore future possibilities and patterns and logically analyze the pros and cons for each
- May need to include what people want and need and the relevant facts and details for optimal results



Preferred Work Environments

- Contain independent people working on models to solve complicated problems
- Provide for flexibility and challenge
- Are change-oriented and nonbureaucratic
- Have competent people
- Reward risk taking
- Encourage autonomy and freedom of action
- Focus on the big picture

Preferred Learning Style

- Active, conceptual, and well taught
- Challenging and big picture–focused

Potential Pitfalls

- May become lost in the model, forgetting about current realities and details
- May be competitive and unappreciative of the input of others
- May overextend yourself and reach burnout
- May not adapt well to standard procedures

Suggestions for Developing Your Work Style

- May need to pay attention to the here and now and the essential facts
- May need to acknowledge and validate others' contributions and value as people
- May need to set realistic priorities and time lines and know when to stop
- May need to learn how to work within the system



Your Communication Style

The information presented below for your type relates to how you generally tend to communicate. It is designed to help raise your awareness of your natural communication style and its impact on others so that you can develop strategies for communicating more effectively in your business and personal interactions.

Communication Highlights

- Champion ideas in a persuasive and convincing way
- Are a future-focused, change-oriented systems thinker; create new models and ideas
- Are quick to see problems as opportunities, explore links, and integrate ideas
- Use logical analysis to zero in on root causes of complex problems
- Champion change and initiate actions with great energy and excitement

At First Glance

- Initially may seem skeptical, analytic, and detached; can be easygoing, tolerant, and casual
- Are open-ended and exploratory; take in and integrate information from many sources
- Think outside the box and come up with new and untried solutions to problems
- Are energetic and enthusiastic; immerse yourself in projects to actualize your vision
- Desire freedom and independence to align your efforts with a broader vision

What You Want to Hear

- How and why things work; enjoy questioning others
- Others questioning you and debating perspectives
- Verbal challenges to sharpen your perspective and demonstrate competency
- No direct commands or specific instructions
- Possibilities, ideas, theories, and models that draw your interest and engage you

When Expressing Yourself

- Use precise language; debate fine distinctions and implications of words and concepts
- Use logical, analytical language to describe abstract problems, systems, and ideas
- Discuss and play with alternative solutions that can seem in direct opposition
- Are persuasive and articulate; advocate, educate, and negotiate for your ideas
- Don't like to repeat yourself and may not take time to explain details

Giving and Receiving Feedback

- Generally show an accepting attitude to others, but will not tolerate incompetence or substandard efforts
- Will provide constructive feedback in a concise, to-the-point manner
- Are independent and assume others will work independently; are critical of dependence
- Are self-reliant and self-critical; are not likely to look to others for corrective feedback
- Fail to see the need for being overly encouraging or for giving ongoing positive feedback



Communication Tips

Here are some strategies to help you adapt your natural way of communicating to accommodate people with different personality types.

| Potential Blind Spots | Suggested Remedies |
|---|--|
| Your love of analysis and critique may blind you to how others react during debates. In discussions, you may come across as impersonal and blunt. | Remember that not everyone is comfortable critiquing and debating ideas. Some may interpret these activities as a rejection of their perspective. |
| Your highly logical approach may not take into account what people need and will do in particular situations. | Balance your logical approach with consideration of people's needs. Strive to understand personal situations rather than analyze them. |
| You may not notice that others who want to achieve practical, immediate results are frustrated by the lack of detail in their discussions with you. | Be willing to discuss short-term implications and the practical realities of a situation. Share your perspective with enough detail so that others can plan. |
| Your drive for expediency may lead you to overlook encouraging others and showing them that you appreciate their work. | Offer positive feedback and encouragement. Many people work best in an environment where they are supported and appreciated. |
| You may not realize how your feedback affects others. | Balance corrective feedback with positive feedback, particularly when working with Feeling types. Hold back on a tendency to critique others. |
| Trying something new and your advocacy for change may bother others who prefer slower, well-planned change and wonder if a change is truly needed. | Assess what is working well and should be preserved. Listen to those who prefer incremental change and seek their help with planning. |
| Others may find your willingness to change perspectives and adapt ideas challenging to deal with. | Recognize that those who want closure and action consider your adaptability a barrier. Be decisive and consistent when working with them. |

Suggestions for Developing Your Communication Style

- Determine which of the blind spots above describe your behavior when communicating or interacting at work.
- Ask yourself whether any of these behaviors are hindering your performance. If yes, try the suggested remedies and ask someone you trust for feedback to chart your progress.



Your Team Style

Your MBTI results can help you better understand how you tend to work on a team and improve the quality of your team interactions. Use this information to gain insight into your strengths as a team member, your potential challenges, and how you might enhance your contributions to teams in various areas of your work and life.

Your Team Member Strengths

- Identifying new opportunities for the team
- Analyzing problems logically and objectively
- Bringing an entrepreneurial spirit to the team
- Generating new possibilities
- Seeing the big picture
- Thinking long-range
- Thinking strategically
- Pointing out flaws and inconsistencies that may derail a project or task
- Bringing energy and enthusiasm to the team
- Driving change
- Being flexible and spontaneous in responding to problems
- Bringing technical expertise to help solve a problem

Suggestions for Developing Your Team Contributions

- Determine which of these behaviors describe you and consider how they are working for you. How might you use those behaviors to help in a team context?
- Highlight on the list above those behaviors you use when on a team. Are any of your natural strengths not being brought to the team?
- Consider how your strengths can help the teams you serve on achieve their objective.



| Potential Blind Spots | Suggested Remedies |
|---|---|
| May move on after you conceptualize a solution to a problem, without concern for implementation | Ask team members what has to happen and what resources are needed in order to implement your idea |
| May fail to consider how feasible or realistic your ideas are | Learn to ask the more detail-oriented team members for feedback on your proposals before presenting them to the entire team |
| May fail to set priorities; may commit to too many things at once | Ask for feedback from team members about what the priorities should be; make an ordered list and consult it daily |
| May burn out by running from one possibility to another | Stay focused on a manageable list of priorities to help prevent burnout |
| May jump into action prematurely | Ask team members if there is anything more that needs to be considered before taking action |
| May not consider how your ideas and decisions affect important stakeholders | Identify stakeholders from different areas and meet with them or interview them individually to discuss your ideas and their impact |

Additional Suggestions for Developing Your Team Contributions

- Determine which of the blind spots in the chart describe your behavior when working as part of a team.
- Ask yourself whether any of these behaviors are hindering team performance. If yes, try the suggested remedies and ask a team member you trust for feedback to chart your progress.



Your Decision-Making Style

The information below is intended to help you see the impact of your personality preferences on your decision-making style. It is important to remember that all personality types and decision-making styles are equally valuable and that no one type can be characterized as the best decision maker. Use this information to learn about and appreciate your natural style and acquire strategies to make both your individual and group decision making more successful and comprehensive.

| | | | |
|------|------|------|-------------|
| ISTJ | ISFJ | INFJ | INTJ |
| ISTP | ISFP | INFP | INTP |
| ESTP | ESFP | ENFP | ENTP |
| ESTJ | ESFJ | ENFJ | ENTJ |

ENTP Decision-Making Style Highlights

Perceptive, adaptable, and clever, ENTPs work well when they can take on challenges, improvise conceptual frameworks, and rally others to conquer issues strategically. They bring an inventive spirit to entrepreneurial endeavors, embrace change and innovation, and see ways of doing things that are not immediately obvious. During decision making ENTPs typically want to know, "What is the most intriguing choice?"*

Your Decision-Making Strengths

- Bringing energy and enthusiasm to considering how a decision can be tackled
- Engaging others at the outset to obtain varied opinions on the issue
- Using imagination to envision a vast array of options
- Being able to look at things creatively and consider unusual or nontraditional ideas
- Developing decisions that anticipate the future and allow for adaptation
- Questioning whether a decision is logical and reasonable
- Taking the initiative to get things moving with vigor and zest
- Allowing people to work independently and in their own way
- Thinking in terms of how processes and outcomes can be improved
- Comparing the success of the decision strategies used against other possible strategies



Potential Challenges During Decision Making

- Failing to see the value of using a structured decision-making process
- Spending more time asking questions than thinking things through
- Being so engrossed in brainstorming that you abandon the original topic
- Resisting options that are traditional or common
- Ignoring standards, seeking change for its own sake
- Overlooking a decision's effect on relationships
- Losing interest once implementation seems established
- Assuming that once the decision has been made people need no further guidance
- Failing to recognize how well a decision delivered practical results
- Getting sidetracked by interpreting outcomes in "win-lose" terms

Suggestions for Developing Your Decision-Making Style

- Understand that creating a basic plan may make the journey more successful
- Remember to take time to explore opinions in depth
- Recognize that the goal is to find the best option for each specific situation
- Remember that just because something has been used before, it isn't necessarily outdated
- Realize that people are more receptive to trying something new when it is tied to the familiar
- Recognize that considering people's feelings is a rational means to craft better decisions
- Accept that success often demands sustained effort
- Pause to check for understanding—others may require specifics and details
- Appreciate that if a decision was effective, no further changes may be needed
- Realize that learning can be achieved regardless of success or failure

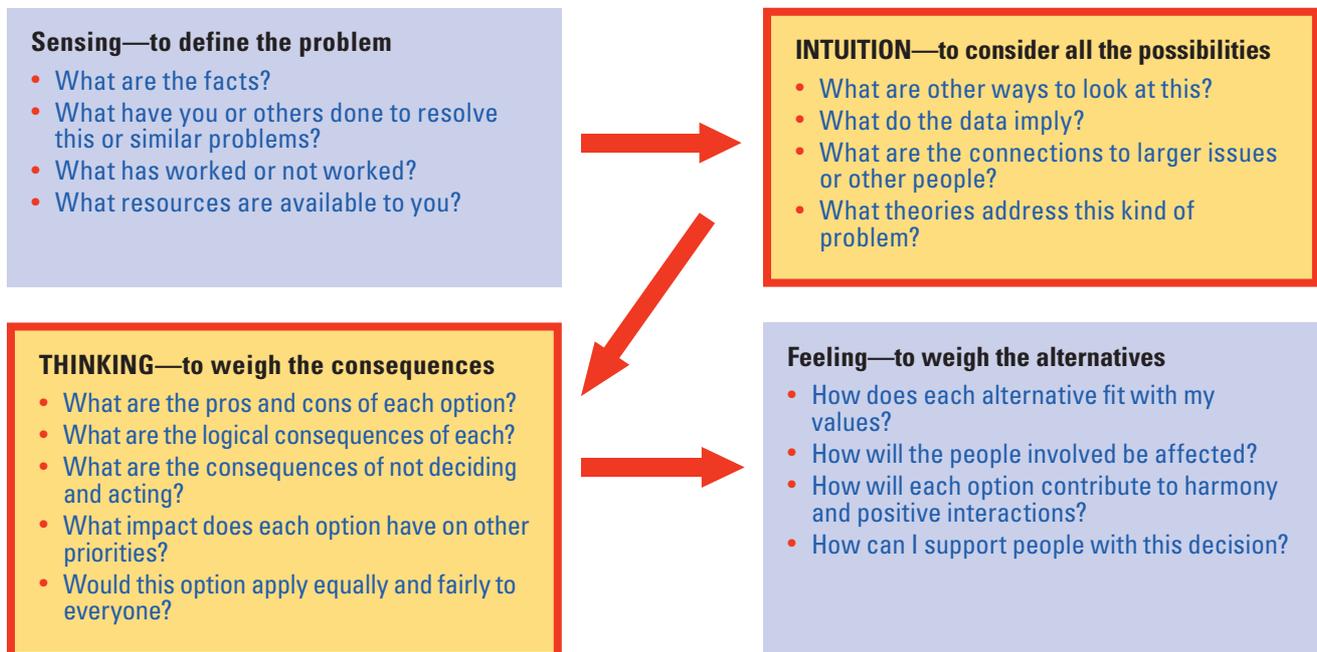
Enhancing Your Decision-Making Capability

Understanding and applying personality type concepts can help you make better decisions. By using *both* preferences for taking in information, Sensing and Intuition, and *both* preferences for making judgments or decisions about that information, Thinking and Feeling, when coming to a decision or solving a problem, you can ensure that all factors will be considered. Without this balanced approach, you will naturally tend to focus on your own preferences and may lose the benefits and positive contributions of the other preferences.

Isabel Briggs Myers believed that the best way to make a decision is to use all four of these preferences deliberately and in a specific order:

- #1 Use Sensing to define the problem
- #2 Use Intuition to consider all the possibilities
- #3 Use Thinking to weigh the consequences of each course of action
- #4 Use Feeling to weigh the alternatives

This decision-making sequence is shown below. Your preferences are highlighted in the graphic. Follow the steps, noting the important questions to ask at each stage. After completing the process, you should be able to make and act on a final decision. At an appropriate point after implementation, be sure to evaluate the results by reviewing your consideration of the facts, possibilities, impacts, and consequences.





Your Leadership Style

The type information below is designed to help you see the impact of your personality preferences on your leadership style. Assets and challenges characteristic of your MBTI type are presented, as well as suggestions you can use to stretch your development.

Setting Direction

Assets

- Envisioning the future easily, creating a broad, holistic view of what to accomplish
- Having a preference for seeing opportunities instead of problems, creating energy and momentum
- Generating many possible solutions and logically analyzing alternatives that are part of a complex system
- Taking a big-picture view, focusing on the desired end point

Challenges

- Entertaining many options, which can come across to others as wheel spinning and wasting time
- Overcomplicating the direction, making it too hard for people to stay focused on it
- Overlooking the direction's mundane problems and putting too few resources toward addressing them
- Alienating others with your style of debating and arguing as a way of sifting through alternatives

Inspiring Others to Follow

Assets

- Possessing energy and enthusiasm, encouraging others to work to meet the challenge
- Encouraging the team to value expertise, success, and accomplishment
- Being able to discern what motivates others and then use that information to influence behavior
- Creating the engaging atmosphere of an intellectual playground, attracting certain followers

Challenges

- Undervaluing teamwork toward a common goal
- Being reluctant to trust others, especially when their competence is not affirmed
- Getting ahead of others with ideas and becoming impatient; can be quick to lash out if self-control isn't well developed
- Critiquing others' performance before appreciating what they have done well, which can demotivate others and damage relationships

Mobilizing Accomplishment of Goals

Assets

- Craving variety in work; very likely to find multiple ways to get a task done
- Readily seeing process and systems improvements that will streamline work
- Helping your team perform by "managing up" and "blocking down"; in other words, you protect your group's resources and block interference
- Encouraging others to work independently; being willing to let them fail and then learn from their mistakes

Challenges

- Being too vague on the details of an execution plan for others' comfort
- Becoming distracted by a new, exciting idea, leaving behind those handling the details of finishing up the work
- Neglecting to communicate appreciation to others as progress is made, assuming that people know their own worth and will self-mobilize
- Taking multitasking to the extreme, diminishing effectiveness; implementation can benefit from focusing on one priority at a time



Suggestions for Developing Your Leadership Style

- **Inquiry over advocacy.** Learn to ask about and explore others' ideas, rather than demonstrating the value of your position or your own abilities. This skill will help offset your tendency to argue your points until others give in or give up.
- **Patience.** Learn patience and suspend judgments about others, especially when they don't grasp what you are saying. Take a breath and wait. Give others time to process concepts in their own way before proceeding.



Your Conflict Style

Your MBTI results shed light on how you typically approach and deal with conflict. Incorporating type awareness and an understanding of your natural style can help you be better prepared to more effectively and sensitively approach, communicate during, and resolve conflict situations.

| | | | |
|------|------|------|-------------|
| ISTJ | ISFJ | INFJ | INTJ |
| ISTP | ISFP | INFP | INTP |
| ESTP | ESFP | ENFP | ENTP |
| ESTJ | ESFJ | ENFJ | ENTJ |

ENTP Conflict Style Highlights

ENTPs have a high tolerance for what others see as conflict, viewing it in most instances as healthy debate. However, when either they are feeling tested by another person or they are unsettled by strong emotions, such debate can become conflict for them. As ENTPs are verbally fluent, they are often perceived as playing the devil's advocate. People admire this when they perceive it as clarifying and dislike it when they see it as sparring.

Your Strengths in Managing Conflict

- Being an ingenious problem solver who readily offers alternative ways forward
- Being comfortable living with the ambiguity and uncertainty that conflict can create
- Being willing to take risks unfettered by popular thinking and to ask difficult questions of anyone in pursuit of clarity

What You Need from Others

- Acceptance of your verbal jousting and desire to bend the rules
- Tolerance of your need to subsequently analyze what has happened and perhaps reopen what others presume has been completed and is closed
- An environment in which neither you nor anyone else is judged until all have had their say

How Others Tend to See You

- Assertive, enthusiastic, and objective
- Following your own agenda and wanting to win the argument, thereby creating conflict, according to some; others simply see you as logically debating the pros and cons of a situation
- When you are under stress: someone who lives in a tornado of uncontrollable energy and is excessively critical and sarcastic, leaving a trail of destruction in your wake

Suggestions for Developing Your Conflict Style

- Adapt your style to accommodate those who want to be listened to and not given answers
- Remember that the longer a conflict goes on, the more people will feel uneasy about it, even though your understanding of it may be becoming clearer
- Keep in mind that not everyone is as clever as you are and that conflict is not always about winning
- Recognize that some people see you as a conflict generator because of the level of debate you engage in and your willingness to keep exploring options



How Stress Impacts You

Use the information below to learn about how your MBTI preferences impact how you tend to experience and react to stress. This understanding can support your ability to manage productively and effectively the stresses that come with everyday work and life.

Stressors

- Dealing with too many details; routine work
- Being micromanaged
- Having to follow procedures that don't make sense to you
- Being overscheduled, not consulted about schedule
- Taking on too much
- Having your competence criticized or questioned
- Working alone or being alone for long periods

Signs of Stress in ENTPs

- Obsessing about one or two facts or details
- Becoming rigid, controlling
- Jumping to conclusions or acting without thinking
- Being hypercritical, abrasive
- Being short-tempered, angry; not listening
- Withdrawing, isolating, becoming depressed
- Losing confidence, losing connection to their sense of self

Best Ways for ENTPs to Manage Stress

- Recognize that the stress is real
- Withdraw at least briefly, spend time doing something entirely different
- Engage in physical activities, exercise
- Talk to someone, get another perspective from a nonjudgmental person
- Reflect on the situation, objectively review it, analyze it logically

Worst Ways for ENTPs to Respond to Stress

- Work harder or longer, becoming more fatigued
- Complain and argue
- Get stuck in a negative self-talk loop
- Refuse to ask for or accept help
- Take the situation personally; become petulant and accusatory



Your Approach to Change

The charts below provide information and perspective to help you more fully understand the impact of your MBTI type on how you tend to react and respond during times of change and transition. Awareness of needs, typical reactions, and contributions can help you develop the resiliency and flexibility needed to feel and be more effective as you both experience and manage change.

In Times of Change

Needs during change

- Opportunities to talk about their ideas for the change
- Opportunities to generate further possibilities
- Independence
- A way to buy in, to participate
- A chance to play a leadership role
- To keep moving

Reactions when needs are not met

- Become easily distracted, jumping from one thing to another without finishing anything
- Become rebellious, even a troublemaker
- Ignore structure and schedules
- Become a vocal critic, putting out competing ideas

When Dealing with Losses

Contribute by

- Finalizing and moving on—what's next?
- Analyzing why this is happening
- Looking for pros and cons—the reasons
- Talking about it a lot

Have difficulty with

- Other people's feelings, especially if expected to do something about them
- Accepting the change unless it is your own idea
- People who want to hang on to the past
- Changes that are not logical

During the Transition Period

Typical reactions

- Are excited, expectant, hopeful, optimistic
- Are looking for opportunities
- Need to talk, evaluate, get ideas
- Say, "we spend most of our lives here and love it!"

Tend to focus on

- What you can make out of this opportunity
- Brainstorming, generating possibilities
- Gathering information, connecting with others

During the Start-Up Phase

Obstacles to starting

- Other people who want/need emotional support
- People who want you to have a detailed plan before you begin
- Not having enough information—being out of the loop
- Others who cannot see your vision

Contribute by

- Talking about what's going on—disseminating information
- Getting people moving
- Developing creative solutions as problems arise
- Selling new ideas
- Responding flexibly to the need for more changes, new goals



About This Report

This MBTI report was selected for you by your experienced MBTI practitioner to help guide your continued development and promote your personal and professional success.

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